

# ◆ P2P Newsletter ◆

Public to Private

Information for the Purchasing Professional and Our Business Clients

Volume 15

<http://www.donwoods.com>

August 1999

## Inside

P2P Goes Electronic. There are now 3 ways to obtain the quarterly Newsletter. Use page 8 to change.

P2P is a publication of the certified woman-owned Nevada corporation of International Consulting & Contracting (ICC) headquartered in Las Vegas, Nevada. P2P is provided to all clients and subscribers on a quarterly basis with a goal to provide information and ideas to professionals and businesses in the public and private sectors. Annual subscription is \$10.00. Seminar participants may receive a free issue. Clients and seminar coordinators receive a complimentary annual subscription. For more information please contact Donald L. Woods, CEO, 1501 Frandosa Lane, Las Vegas, NV, USA 89117; (702) 254-6606; Fax (702) 254-7067; E-mail [dlw@anv.net](mailto:dlw@anv.net); Web <http://www.donwoods.com>  
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## Local Government Payments

**H**ow fast could the bureaucrats pay their bills, IF THEY REALLY WANTED TO?

Currently, vendors and contractors doing business with state and local governments not only grumble about slow invoice processing procedures and policies, but they also factor into their prices a hidden expense for the governments who use their money after the obligation becomes due and payable. Some contractors' and vendors' exasperation also leads to state legislation (see 1999 State of Nevada legislature discussions and statutes) that requires prompt payments.

But let's take a look at some existing technology that provides ultimate processes for paying invoices that is available to innovative purchasing and accounts payable managers! First, there is AUTOMATION. Yes, the computer can assist in making payments almost instantaneously (and automatically) at the time of the delivery of the goods or the "in-the-field" approval of the construction or service progress payment.

When GOODS are received, especially via the swipe of an inventory bar code, it could activate the signal to transfer the appropriate compensation from the government's special bank account into the supplier's designated bank account. This accomplishes several things:

- Payment is immediate and therefore the supplier can provide lower prices for the goods
- Elimination of paper, approval processes and some reduced labor in the accounts payable department which results in more efficiency and less overhead
- Reduced postage and banking processes (checks, deposit slips, pick up and delivery) equals reduced hard costs for both parties
- Electronic records are more accurate and have the ability for more detail than manual processes
- Complaints and poor customer service are virtually eliminated

The arguments against immediate payment of delivered goods fall into 3 main categories, and can be answered as follows:

- Back orders are eliminated because you only pay for what was received
- Contract administration (Purchasing) handles minor and material breach of contracts and can develop appropriate contract language for the exceptions
- Errors in receiving can be corrected after-the-fact (as they are now)
- Fraud and major mistakes can be set aside for special handling (as they are now). Note, banking laws allow a 1 year grace period for setting aside transactions
- Personnel no longer needed can be reassigned to more important functions or to reconciling the electronic records

PROGRESS PAYMENTS to construction contractors and service providers can be accomplished in the same manner as the supplier of goods. But upon the approval of the appropriate paper work by the governmental staff member assigned to the project, the "contractor" would be electronically authorized to a draw down from a special checking account. This can be ac-

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## ePurchasing: Big Benefits, Tough Choices

By Jerry Baker, C.P.M.

[The following article might as well be a summary of the philosophies and the concepts expounded in prior P2P articles. It was written by a friend of the editors and is printed here with his permission.]

After years of relegation to the basement of the government hierarchy, purchasing professionals are garnering new respect as decision-makers and their direct reports search for new tools to reduce costs while maintaining service levels. Purchasing professionals are getting attention as never before because officials are realizing they can achieve more significant and reliable benefits from re-engineering procurement processes from other functional areas.

This article summarizes a growing body of private sector research from a variety of sources that points to Internet-based procurement automation as the top alternative for dramatically re-engineering and improving purchasing processes, especially for non-contract goods and services.

These studies appear to show that the most significant benefits to be derived are in the initial identification and sourcing cycle rather than back end transaction processing. However, purchasing professionals mostly remain mired in a "paper" world in the sourcing, searching and specifying stages of the purchasing and supply chain life-cycle. A range of technologies are being offered to lead organizations to a new sourcing paradigm but successes have been limited. The critical question for purchasing professionals today is to understand the fundamental business issues around ePurchasing, the alternatives in the marketplace and the benefits and shortcomings of the options available.

### Where Purchasing Professionals Spend Their Time

In one recent survey cited by the Aberdeen Group (<http://www.aberdeen.com/>), a Boston-based technology research organization, it was estimated that purchasers spend as much as 30 percent of their time on sourcing, searching and specifying activities through the use of old paradigm tools such as paper catalogs, vendor

directory services or expensive substitutes like CD-ROM catalogs. The combination of these tools and the labor intensive telephoning, faxing and mailing process required to communicate with suppliers makes these tasks even more tedious and time consuming.

In a new white paper on ePurchasing solutions ([http://www.aberdeen.com/ab\\_abstracts/1999/05/05991424.htm](http://www.aberdeen.com/ab_abstracts/1999/05/05991424.htm)) Aberdeen estimates that on average, these inefficient sourcing processes can cost more than \$20,000 per professional, per year.

Aberdeen says its research shows that, across all industries, organizations take an average of 4.2 months to source a new material, part or service—from supplier identification through final contract negotiation. More than half (52%) of the sourcing time-line is dedicated to identifying the appropriate products and suppliers that will participate in the bidding processes.

### A Paradigm Problem

The problem, Aberdeen says, is that such media are limited in their ability to represent the complete supply base or product lines available and are often outdated soon after publication, making the identification of new product lines, discontinued products and pricing changes a difficult and time consuming process.

Additionally, paper catalogs and CD-ROM directories are difficult to share across an enterprise, and are cumbersome and time-consuming to search. As a result, organizations that rely on such media tend to have

slower initial sourcing cycles and are forced to divert important resources from more strategic tasks.

The current paradigm also tends to limit the number of suppliers from which a buying organization requests quotes simply because it is so tedious, Aberdeen says.

### The Internet Explosion

Over the last couple of years, the Internet's ubiquitous message routing and open architecture has emerged as a replacement for EDI because it provides a universal mechanism for direct connectivity between trading partners of all sizes and technological sophistication.

The recent up-take of business over the Internet has been amazing, but most public attention has been focused on the business-to-consumer space, an area in which Forrester Research (<http://www.forrester.com/>) has put the value of eCommerce at \$108 billion by 2003. Less attention has been devoted to the business-to-business space even though the value of these transactions has been estimated at more than \$1 trillion by 2003.

Within the business-to-business space, firms like Andersen Consulting (<http://www.ac.com/index.html>) are saying that virtualizing the purchasing processes represents one of the highest value added applications of eCommerce. Across the purchasing life cycle, Andersen says the deployment of Inter-

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## ePurchasing (cont. from page 2)

net-enabled technologies can cut administration and other costs by up to 35 percent.

### Lots of Action, Few Results

Aberdeen Group has identified more than 20 software companies that are focusing on providing internet procurement automation solutions. Leading this field, says Forrester Research, are firms such as Ariba Technologies (<http://www.ariba.com/>), Clarus Corp. (<http://www.claruscorp.com/>), Commerce One (<http://www.commerceone.com/>) and Intelisis (<http://www.intelisis.com/>). But both Aberdeen and Forrester say none of these companies has more than six clients.

All of these systems are so-called buyer-centric solutions because they typically are installed and operated within the purchasing organization's infrastructure. Ariba is a "pure" buyer-centric package because its tools do not require suppliers to be web-enabled in order to function. The State of California currently is in the processes of attempting to implement the Ariba system (<http://www.pd.dgs.ca.gov/cspn/cspn.htm>).

Commerce One and Intelisis offer a second type of buyer-centric solution called "bridgware", which are tools that assume that suppliers have web-ordering capability and are usually required to purchase an integration tool to tie into the eProcurement vendor's solution. The County of Los Angeles has implemented a version of the Commerce One system.

Intelisis' solution works with the Open Buying on the Internet (OBI) standard, which requires suppliers to provide their own web ordering capability to complete the eProcurement process. The Intelisis approach forms the foundation for another public sector ePurchasing experiment, the so-called eMall (<http://email.isa.us/>) project being advocated by the Commonwealth of Massachusetts.

The OBI model allows suppliers to control the presentation of their product data but requires buyers to navigate multiple supplier catalogs and does not effectively support product or price comparisons across catalogs or facilitate integrated communication with multiple suppliers. In addition, the vast majority of suppliers do not currently have web-ordering capabilities, and most analysts do not believe smaller suppliers

will build or lease OBI-compliant ordering sites unless a majority of their largest customers force them to. And there is little evidence that this is being pushed except by a very few large companies, most notably Ford. Small and minority businesses also are likely to object to government requiring them to become OBI compliant as a prerequisite to doing business with the state.

The best buyer-centric solutions provide extensive workflow capabilities to facilitate internal routing and approval of work and purchase requisitions and are typically fully integrated with enterprise email, and accounting systems, which enables significant cycle time reductions in P. O. creation, approval and receiving. Because they are integrated into an organization's infrastructure, buyer-centric solutions provide extensive management reporting such as drill-down price and performance comparisons of vendors. This reporting is important to achieve benefits from supplier sourcing and procurement improvement programs.

### Current Internet Solution Shortcomings

Although such benefits should not be overlooked, Aberdeen says, most Internet procurement solutions today remain focused on automating transaction and payment cycles for acquisition of non-production goods and services that have already been established on corporate contracts.

A growing body of evidence is mounting that critical players in the procurement life cycle, such as purchasing managers, are less interested in automating transac-

tion processes than they are in the searching, sourcing and negotiating end of the life cycle.

A recent survey by Purchasing Online Magazine (<http://www.manufacturing.net/magazine/purchasing/>) shows that buyers believe the power of the Internet can best be deployed to obtain technical information about suppliers' products (76%), to email suppliers (72%) to search for parts (62%) and to check prices (52%).

Additionally, a majority of Internet procurement solutions are delivered as expensive enterprise software applications. Aberdeen research indicates that early installations of Internet procurement applications cost, on an average, more than \$1 million, including software license and implementation fees, making them impractical for all but the largest organizations.

Aberdeen research also indicates that catalog content and the ability to search across multiple catalogs for goods and services is the fundamental weakness of these systems. The content-aggregation model used by these systems requires that all catalog data be rigidly standardized. Early adapters say they were not prepared for the level of effort required to replicate, rationalize and maintain data from supplier catalogs. As a result, few organizations have reported activating more than 10 suppliers on these systems, dramatically reducing the systems' ability to support strate-

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## Description of Some Seminar Topics Available in 2000

**D**on Woods' Seminars provides all of the topics in the accompanying list (see page 5) for the entry level buyer (basic), but most of the topics are also designed for the intermediate to advanced buyer (professional). Many of the topics are also presented in a highly technical, theory orientated format for the very experienced buyer or purchasing executive (expert). Many entities currently use our training manual or presentations to train their staffs. Here are some descriptions of a few of our presentations.

### **4-Hour Presentation on Construction Bids**

This fast-paced basic course introduces attendees to standard bid document organization, procedures for conducting a bid, problems to look for, and how to make sure the project does not embarrass them later. We recommend the 8 and 16 hour seminars to obtain detailed discussions and the "how to" procedures and forms.

### **8-Hour Presentation on Acquiring Professional Services**

During this introductory course the experienced attendees will be introduced to the best documents utilized today to acquire professional services, such as architects, consultants, doctors, and auditors. We will also explore the methods to use to write a great SOW (Statement of Work), understand and incorporate binding contract language, and the monitoring of the contract for project success. When combined with the negotiations seminar, it makes a great two-day seminar.

### **8-Hour Negotiations Seminar**

The course covers the theories of negotiations, the practical methods to utilize, and how to prepare for and satisfactorily conclude formal negotiation sessions. During the day, there will be class participation exercises to emphasize techniques and methods. Attendees who complete the class will have a better understanding of how to deal successfully with other people, be great negotiators, strengthen their ability to accomplish the goals of their employer and themselves. The ideas presented are designed for owners, department heads and project managers, while a 16-hour seminar is available for the experienced purchasing professional.

### **Customer Service in Local Government**

This 4 to 8 hour presentation provides a

method of eliminating customer complaints while increasing efficiency and employee morale. Attendees will receive step-by-step ideas to implement an in-house program. It is designed for every level of leader, but also educates the staff member on how to achieve customer service excellence.

1. Improve your management techniques.
2. Know the real problems.
3. Team building and participation.
4. Responsive results.

### **Great Specifications**

This 8-hour presentation will focus on technical and performance specification development for commodities and service or maintenance type bids and contracts. Each attendee will be exposed to the latest successful procedures, check-lists, specification sources, and methods of involving the users and suppliers to achieve great documents. The course is specifically designed to include the new and experienced buyer, as well as the buying team leader or supervisor. All information presented can be used on the job the next working day.

### **Uniform Commercial Code**

This 2 to 8 hour presentation compares the UCC to contract law and explains why the code is applicable and important in any buyer's business day. Attendees will gain the knowledge to immediately utilize the information and will have a checklist for quick referencing. This basic course provides both the entry level buyer and the advanced purchasing agent a comprehensive understanding of how

to take advantage of the laws developed especially for the buyers and sellers of goods or commodities.

### **Surety Bonds**

This 4-hour seminar is one of the most comprehensive presentations about contractor bonding ever presented in your area. You will have the opportunity to review standard bid and contract language as well as several bond forms. The presentation will culminate with presentations by the local bonding companies. It will also allow the attendees to compare, shop and sign up for a bonding portfolio.

### **Best of Best - 1 day**

"Best of the Best" is only offered to leaders in the purchasing function. Each session will have a limited number of attendees who have been screened and pre-prepared for the meeting. This round-table, symposium, brainstorming format is designed for the particular region with an emphasis on current trend concept implementation, managing more efficiently and the exchanging of ideas that are being implemented by innovative practitioners around the country. Attendees will be provided the tools necessary to adopt the new ideas.

### **Purchasing's Future**

This advanced presentation explores the concepts associated with the purchasing profession now and in the near future. You will examine teamwork, TQM, management theories, as well as the skills that will be mandated in just a few short years. All public and private purchasing professionals planning for a successful career will garner many useful

*(Continued on page 5)*

ideas and tools to start using immediately.

### **Advanced Specification Writing**

Beyond basic bid documents there is an exciting field for the expert purchaser who wants to efficiently and effectively buy sophisticated items and services utilizing concepts that are leading edge today. This seminar concentrates on the techniques, and specification terminology for complex purchases and contracts that will take the attendee into the strategic level of purchasing. The contents are designed for the experienced purchaser, the buying team leader and the manager who ultimately supervises the Purchasing Department or function.

### **Buyer Training**

Don Woods has been providing in-house training to new buyers and employees for more than 14 years. These programs are specifically tailored to each business or public entity and include all of the techniques absolutely necessary for successful purchasing professionals and their internal customers. Our customization includes your policies and procedures as well as the basic purchasing concepts and techniques so vital to a successful operation. Many of the basic courses listed in Presentation Topics are addressed in the classes. If you would like to have a leading edge purchasing staff, call today for a free consultation.

Those wanting a more advanced program for existing staff should contact us immediately to reserve a date on the 1998/1999 agenda.

### **Public Purchasing Leaders**

What does it take to become a successful manager/leader of a governmental purchasing operation? In this seminar we cover background, training, education, philosophies, procedures, techniques, networking, brainstorming, follow up, empowerment, responsibility, trust and communication skills needed to make you one of the most effective supervisors in the United States.

### **Advanced Purchasing Best Practices**

This is an in depth education presentation for the EXPERIENCED buyer, and will address current issues now confronting the purchasing profession. While this is primarily a lecture course, all attendees will be asked to participate in discussions about current best practices. As always, there will be checklists, sample forms, generic procedures and other information that can be utilized on the job the

next day. This seminar will also be of interest to innovative leaders, purchasing supervisors and their managers, elected officials and CEOs, cross-functional teams, and in-house customers of the purchasing department. Areas include: cross functional contract management, solving supplier problems, insurance & bond monitoring, professional service administration, and construction project coordination. (Note, this course can be customized to emphasize additional topics)

## **Presentation Topics**

(basic to advanced)

- ◆ Best Practices
- ◆ Bid Boiler Plates
- ◆ Bids (RFB & IFB): Commodities, Construction, Hardware, Health, Insurance, Maintenance, MRO, Professionals, Services, Surplus Disposal
- ◆ Bond Monitoring
- ◆ Buyer Training
- ◆ Construction Project Management: For the Contractor, Buyer and Owner
- ◆ Contract Administration
- ◆ Contracting Maintenance
- ◆ Creative Brainstorming
- ◆ Cross Functional Teams
- ◆ Customer Service
- ◆ Escalation Clauses
- ◆ Evaluating your Customer Services
- ◆ Excellent Business Practices
- ◆ Fax, Legal Aspects
- ◆ FOB (Transportation)
- ◆ Future of Purchasing
- ◆ Health Providers
- ◆ Insurance Monitoring
- ◆ Insurance Solicitations
- ◆ Leadership Techniques
- ◆ Liquidated Damages
- ◆ Managing a Purchasing Department
- ◆ Negotiations
- ◆ New Buyer Training
- ◆ Obtaining Local Government Contracts
- ◆ Organizing your work for efficiency
- ◆ Philosophies for the Future
- ◆ Policy Manuals
- ◆ Procedure Manuals
- ◆ Professional Services, RFQs, RFPs
- ◆ Prompt Payment for Suppliers
- ◆ Purchasing Techniques
- ◆ Reengineering Purchasing Solicitations (RFP & RFQ): Consultants, Auditor/Accountants, Computer Integrators, Insurance, Health Providers, Bond Sales, Professionals, Software, Instructors
- ◆ Slow Pay Solutions
- ◆ Solving Purchasing Problems
- ◆ Specification Writing
- ◆ Std. Contract Language
- ◆ Std. P.O. & Bid Clauses
- ◆ Starting Into Business
- ◆ Strategic Planning
- ◆ Support Staff Fundamentals
- ◆ Support Staff Training
- ◆ Surety Bonds
- ◆ Training New Buyers
- ◆ Training Users to Prepare Specifications
- ◆ Uniform Commercial Code
- ◆ Utilizing TQM Concepts

**Free Registration for coordinating a presentation in your area on a topic of your choice. Contact Don at (702) 254-6606**

## ePurchasing (cont. from pg. 3)

gic purchasing strategies or to be expanded to support initial sourcing activities.

### Confronting the Content Dilemma

One web-based offering that is attempting to confront and resolve the catalog content challenge is the WIZnet eCommerce Portal (<http://www.ec-portal.com>). The eCommerce Portal is a global Internet community that supports the unique requirements of buying organizations — including cross-catalog searches, RFQ development and distribution, and decision support — while simultaneously enabling suppliers to dictate the content and presentation of their own product catalogs.

By leveraging the ubiquity of the Internet to build a distributed marketplace service offering, Aberdeen says, WIZnet has been able to rapidly attain the critical mass required to support effective sourcing and procurement activities at a price point that is appealing to most organizations.

Purchasing Online Magazine says technology vendors are notorious for leap-frogging ahead of customer requirements, touting the latest gee-whiz functionality before there's any strong expressed need for it, but calls "the WIZnet eCommerce Portal an exception to the tendency."

"While the portal does not currently offer the exhaustive spending and supply-base control processes that some other communities and buy-side eCommerce systems do (the \$1 million-plus software systems)," Purchasing says, "it provides a rich database of supplier information, secure negotiation, and commerce capabilities at an affordable price to buyers."

According to Government Procurement Magazine (<http://www.gpro-online.com/index.html>), the Commonwealth of Pennsylvania Bureau of Purchases uses the eCommerce Portal effectively to source for suppliers, to search for products and to send out requests for bids to competing suppliers via broadcast e-mail.

"The requests are sent out as complete packages, including specifications," says Government Procurement. "Each vendor receives the solicitation without knowing who else has received it. By accessing eCommerce Portal, purchasers can locate products and services from a multitude of suppliers."

In the past, Government Procurement says, the Bureau sent out paper faxes and mail to handle the bid process. A summary of the solicitation was sent out, and if vendors wanted the full bid, they faxed back a request.

"Turn-around time for the faxes was days, and sometimes even weeks for the mail," the magazine quoted Paul Wolf, a Supervisor in Bureau, as saying. "With eCommerce Portal, the same process takes minutes."

In addition, eCommerce Portal saves clerical time, Pennsylvania says it is finding. When solicitations were sent out in the past, employees would manually add the Bureau's return address. A bid mailing to 20 vendors often required placement of the return address 20 separate times. With eCommerce Portal, the broadcast E-mail speeds the process of adding return addresses to bid packages.

The number of staffers at the Bureau of Purchases who use eCommerce Portal will soon be rising from five to 23, says Wolf.

The eCommerce Portal already boasts more than 100,000 catalogs from nearly 90,000 suppliers in North America, Europe, Asia, the Middle East, and Latin America. More than 6,000 buyers, engineers, and other purchase-decision makers actively use the site, generating over a million product inquiries each month.

"Such an expansive trading community enables buying organizations to electronically identify and conduct business with a larger number of poten-

tial suppliers, increasing the effectiveness of the competitive bidding process and lowering the effort, cost, and time required for initial sourcing activities," says Aberdeen.

R. Jerry Baker, C.P.M. is the former executive vice president, National Association of Purchasing Management and currently teaches purchasing and supply management courses in the Puget Sound area. He is recognized for his significant contribution to the purchasing and supply management field and his views on business-to-business eCommerce. He is a frequent speaker and a contributing author.



### About Don

Our CEO, Donald L. Woods, J.D., C.P.M., Don is a noted national speaker and purchasing consultant. Through International Consulting & Contracting he offers strategic alliance partnering and government contracting opportunities.

Additional information is available on our web site

## Harassment

**T**hose of you who are owners or supervisors realize that you have specific responsibilities when you become aware of allegations of sexual harassment. Here are some ideas to help you respond appropriately.

**Take all/every allegation seriously!** Listen to the allegation carefully. Get as many specifics as you can, find out what happened, when it happened, ask if there were any witnesses. You must show empathy, yet remain neutral. From your perspective, the incident may seem unimportant or the employee may appear to be oversensitive. You may know the alleged harasser and believe the action or remarks to have been made in fun or not intended to harass. Remember, it is not the intent of remark or action; it is the impact that it has on the victim.

**Take action immediately!** Conduct your inquiry promptly. You will need to get the alleged harasser's account of what happened, also speak to any witnesses who have been named. If the employee tells you that they don't want you to do anything, you must inform them that it is your responsibility to look into the matter and take corrective action. Failure to take immediate and appropriate action can lead to the conclusion that you supported or condoned the behavior. In cases involving sexual harassment, the courts and EEOC look at two things: "What happened?" and, "What did management do when they became aware of the situation?"

While it is important to conduct a thorough inquiry, do not discuss the matter with anyone who does not have a need to know. These are often sensitive issues. Do not become part of the office rumor mill. If you are uncertain as to what steps to take, contact an EEOC office for guidance.

**Pay attention to the work environment!** Be on the alert for off-color remarks, jokes or inappropriate behavior. If you see or hear something that could contribute to a hostile work environment do something to stop it! Don't wait for an employee to complain. Victims are not mandated to tell the harasser to stop. If the behavior is unwelcome, it may meet the definition of sexual harassment.

**Third party harassment.** In some cases, people may engage in off color remarks and joking that they (themselves) do not find offensive. This behavior may be offensive to others who are not directly involved in the conversation. This type of harassment is called third party harassment, and

is considered a form of sexual harassment.

**Other work related activities.** Sexual harassment can occur outside the work site and still be work related. Owners and supervisors have been held responsible for incidents that occur at retirement parties, office socials, in training or while traveling. There can even be problems between your employees and their interactions with any contract employees or sub-contractor employees.

### REMEMBER

Your action (or inaction) can make the difference in the company's liability in a sexual harassment complaint. Sexual harassment is a form of sex discrimination. Simply having a policy that prohibits sexual harassment does not protect an employer. The employer must take positive steps to prevent harassment and take swift action when harassment occurs.

Often victims of sexual harassment attempt to handle the situation themselves before they tell someone about harassment. A typical reaction is to ignore the behavior or the person. If this doesn't work, they may ask the person to stop. This can be difficult (and sometimes impossible), because the victim usually perceives the harasser as being in a position of power over them. When the victim finally brings an incident to a supervisor's attention, the single incident may seem minor. It is often the final straw in a series of events. The victim feels powerless to deal with the situation on their own.

## Local Govt. (cont. from pg. 1)

completed by an online draft that automatically moves the cash electronically into the contractor's bank account and sets up the automatic payments from the contractor's account to the appropriate subcontractors and the suppliers of that contractor.

The key to these expedited payments is the e-Commerce service provider that has the ability to move cash electronically, the same way banks transfer funds from one bank to another. Some banks are getting into this commercial field, and there are several private firms already involved, but the prices per transaction can cover an extremely wide range. There are, however, some very dependable, low cost providers available with fees ranging from 15 cents per transaction and up. We are predicting that this system of payments will soon take a major share of the procurement card transactions because of the economical pricing structures, more efficient record keeping and the better security/protection.

Purchasing and Accounts Payable have an opportunity to work together to save some major money in the near future, and we are betting that the e-Commerce automatic payment process in both the public and private sectors will

## Don's Schedule

9-1 to 9-5, 1999 NAPM Southwest Conference in San Antonio, Texas. Speaker

10-02 to 10-6, 1999 NPI Conference in Galveston, Texas. 2 hr. workshop on contract control.

